



WICHITA POLICE DEPARTMENT STRATEGIC AGENDA SUMMARY 2000 — 2006

Strategic Planning 2000—2006

The Wichita Police Department's Journey to Excellence

In June, 2000 the Wichita Police Department embarked on a new journey to make Wichita one of the safest cities in America. In addition, the Police Department set a new course to enhance its community policing philosophy through building positive partnerships, providing proactive services, problem solving with our stakeholders, and preventing crime and the fear of crime.

Critical to accomplishing these ambitious goals was the development of two Strategic Agendas (2000—2003 and 2003—2006). The Strategic Agenda is an important document that is the Police Department's roadmap to the future. It clearly and concisely communicates expectations to citizens, elected officials, and Department members about our Police Department's direction. It also ensures a high level of accountability.

The Strategic Agendas that have guided the Wichita Police Department over the past six years have been more than roadmaps. They have challenged the dedicated and professional members of this organization to maximize our resources, be creative and innovative thinkers, and to adhere to a strong commitment of improving the quality of life throughout the City of Wichita.

In addition, the Strategic Agendas are also an opportunity to reflect on the accomplishments that have occurred along the journey, such as being awarded a second Webber Seavey Award for excellence in law enforcement, being a Webber Seavey award finalist, seeing Wichita be recognized by *Money Magazine* as one of the top 10 cities in America in which to live, and solving the 30-year-old BTK homicide investigation.

The subsequent information in this document will allow us as a *team* to celebrate a marvelous past, and to know that with a continued "*can do*" attitude we are working toward a glorious future.



Norman D. Williams
Chief of Police





The City of Wichita's vision is to be a premier Midwestern city where people want to live, visit, and play.



The Wichita Police Department plays an integral role in fulfilling the City of Wichita's vision. The accompanying report outlines that role and the successes of the department over the last six years. To reach our City's vision, the City Council has adopted five goals: Safe & Secure Community; Economic Vitality; Efficient Infrastructure; Quality of Life; and Vibrant Neighborhoods.

The services provided by the Police Department align directly with the goal of having a *Safe and Secure Community*. The Police Department influences many other goals such as the *Economic Vitality* of our community by reducing criminal activity to make our community more attractive to current and prospective residents and employers. By integrating the strategy of Community Policing throughout the organization, WPD has a vital role in the goal of enhancing the *Core Area and Neighborhoods* of the City of Wichita. To *Enhance Quality of Life*, Wichita hosts many events that are attended by thousands of citizens and visitors such as the River Festival, July 4th Fireworks and the Aviation Festival to name only a few. These events could not happen without the support of WPD.

In the last six years, the Police Department has provided crime clearance rates that exceed national benchmarks, while maintaining a crime rate below national standards. Employee development has been strengthened by enhancing the diversity of the workforce and career counseling programs and by addressing compensation issues. Community involvement is a cornerstone of the policing strategy, and has included partnerships with various stakeholders and enhanced communication with neighborhoods.

I congratulate Chief Williams and all the dedicated men and women of the Police Department for their past accomplishments and service to our community. I look forward to the continued success of the Wichita Police Department as we work together on *Transforming Wichita*, an improvement initiative aimed at making the City of Wichita into a more high-performing and efficient organization.

George R. Kolb
City Manager



Goals of the Strategic Agenda

- Goal 1:** Communicate and demonstrate the Wichita Police Department's mission and values to members of the Department and the community.
- Goal 2:** Continue to identify and respond to the effects of city growth regarding the delivery of public safety services.
- Goal 3:** Maintain index crime clearance rates at or above the national average based on the FBI Crime Report.
- Goal 4:** Continue the implementation of a comprehensive recruiting plan that reflects our commitment to developing a diverse workforce that mirrors the community.
- Goal 5:** Develop a formal career counseling program for all Department members.
- Goal 6:** Evaluate the Department's pay structure to ensure that compensation is commensurate with the responsibilities of the position.
- Goal 7:** Develop and implement new and improved strategies with all Divisions that will enhance our partnerships with the community.
- Goal 8:** Evaluate Department infrastructure needs to ensure we are providing a professional physical work environment that allows members to maximize customer service.



Goals of the Strategic Agenda

- Goal 9:** Continue to explore consolidation and partnership opportunities with public safety providers.
- Goal 10:** Enhance traffic safety in the community.
- Goal 11:** Conduct a workflow analysis of selected positions in the Department.
- Goal 12:** Enhance the Department's information and technology capabilities.
- Goal 13:** Continue to participate in joint efforts to develop the Heartland Preparedness Project.
- Goal 14:** Continue to develop and promote an organizational philosophy that encourages Department members to participate in community youth activities.
- Goal 15:** Improve the response to incidents of domestic violence.
- Goal 16:** Complete an assessment of the Department's Building Trust initiative.
- Goal 17:** Develop organizational strategies to address issues of concern identified through the internal employee survey.
- Goal 18:** Develop additional homeland security strategies.



Our Mission

The Wichita Police Department's mission is to provide professional and ethical public safety services in partnership with citizens to identify, prevent and solve the problems of crime, fear of crime, social disorder and neighborhood decay, thereby improving the quality of life in our community.

We Value

- *Ethical Behavior*
- *Protecting the Community*
- *Diversity*
- *Problem Solving*



Photo Courtesy Wichita Eagle

Goal 1: Communicate and demonstrate the Wichita Police Department's mission and values to members of the Department and the community.

All organizations need direction. A statement of values and the organization's mission set that course. The Wichita Police Department's values and mission statement have clearly charted the path to the future. Most importantly, the mission statement and values are much more than a slogan. They have become the cornerstone of the Department's philosophy.

The mission of WPD clearly articulates the expectations for Department members:

The Wichita Police Department's mission is to provide professional and ethical public safety services in partnership with citizens to identify, prevent and solve the problems of crime, fear of crime, social disorder and neighborhood decay, thereby improving the quality of life in our community.



The Wichita Police Department values:

- Ethical Behavior
- Protecting the Community
- Diversity
- Problem Solving



Consistent with its mission and values, WPD implemented a plan to frame and post them in all Bureaus and on its public website. In addition, pocket-size plastic cards stating the values and mission of WPD were distributed to all members of the Department.

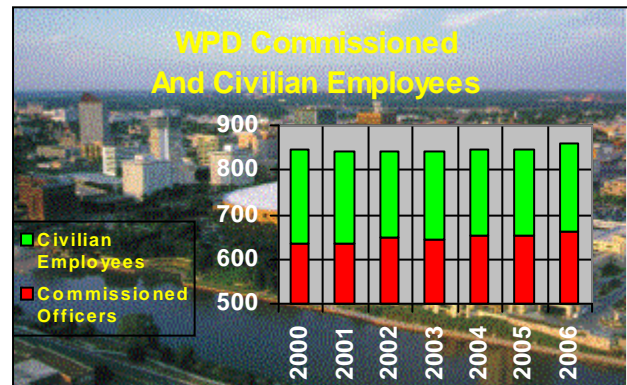
The Department's mission and values are included in brochures and flyers that were discussed at community and neighborhood association meetings.

In order to reinforce the importance of the mission and values of WPD, they were incorporated into the promotional process at all levels for commissioned officers.

Goal 2: Continue to identify and respond to the effects of city growth regarding the delivery of public safety services.

Wichita's growth continues to develop. With that growth have come new demands on the Wichita Police Department. In the past six years, the physical size population have grown by 9.5% to more than 156 square miles and nearly 359,000 citizens. Two new beats, 199 and 399, were added in 2003 to accommodate this growth.

To meet the city's growing needs, WPD has grown as well from 844 officers and civilian employees in 2000 to 860 in 2006, a growth of less than 2%. In 2000 WPD answered 239,671 calls for service. That number grew slightly to more than 243,000 in 2006.



WPD routinely monitors call loads and response times to ensure the highest possible level of public service. Between 2000 and 2006, the department's response time to emergency calls was 4.9 minutes. Field Services also has implemented a 10-hour, 4-day workweek with four shifts. Three of these shifts overlap during peak call-load periods, allowing more officers to be available to respond to calls during busy periods.

Technology advancements allow officers to remain on their beats. In the past, officers routinely returned to their bureaus to research crime trends or criminal history information through the public safety computers. Now officers can conduct this research in their vehicles while remaining on their beats.

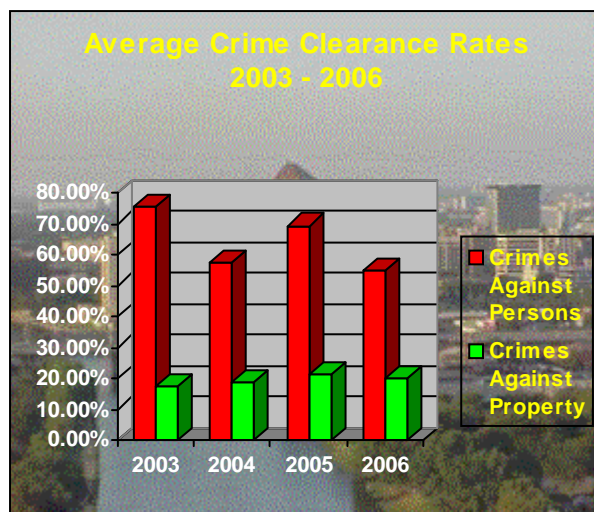
In recent years, federal COPS grant funding ended for several dozen officers. Because of the success of community policing, the Wichita City Council decided to increase the Department's budget to make up for the loss of the federal funds. As a result, the WPD budget has grown from \$45.4 million in 2000 to approximately \$62 million in 2006. Most of that increase has gone to accommodate those additional personnel, patrol cars, and advances in technology. In addition, surveys of 44 Beat in northeast Wichita and the Hilltop area were taken to gain a better understanding of the dynamics of those neighborhoods. The surveys helped clarify for WPD the concerns of the citizens who live in the areas, showing how community policing is important to solving crime and the fear of crime.

Goal 3: Maintain index crime clearance rates at or above the national average based on the FBI Crime Report.

In 1974, BTK serial killer Dennis Rader began his reign of terror. Over a period of 17 years, Rader was responsible for the deaths of 10 people, including four members of the Otero family. In 2005, Dennis Rader pleaded guilty to all of the killings and was sentenced to 10 consecutive life terms after an intensive investigation into the cold case.



In 2000, Wichita experienced two quadruple homicides within a seven-day period, the first such occurrence in the city's history. These cases were cleared quickly, and all suspects were convicted. Between 2000 and 2006, the Department's average clearance rate for homicides was more than 80%, exceeding the national average for cities of similar size. In addition, the department cleared 13 cold-case homicides. In 2003, detectives cleared 100 percent of the homicides committed in Wichita.



In 2005 the Department's existing Targeted Offender Program (TOPS) was assigned to the Gang/Felony Assault Section to assist in the Department's proactive approach to reducing gang crime. In 2006 one Gang detective and all TOPS detectives were reassigned to the Gang Felony Assault Section to provide immediate response to drive-by shootings and other gang related violence.

Over the years, WPD has changed its investigative philosophy to be more responsive to gang violence. In 2006, at WPD's request, the Kansas Legislature passed the "Criminal Street Gang Act", thus strengthening WPD's anti-gang efforts.

Goal 4: Continue to implement a comprehensive recruiting plan that reflects our commitment to developing a diverse workforce that mirrors the community.

In recent years, the Wichita Police Department has changed to more closely resemble the city's diverse nature.

In 2002 the Wichita Police Department, in partnership with the City Manager's Marketing Director, developed "Heroes Every Day," an extensive recruiting campaign focused on minority and protected class applicants. A core component of the campaign was the recruitment of qualified police applicants from colleges and universities.

The WPD pre-employment process has been carefully developed over the years to maximize the Department's ability to hire quality members who are eager to serve the community and pursue a long career with WPD. The exhaustive pre-employment process is designed to identify applicants with diverse cultural and ethnic backgrounds who will embrace the Department's community policing philosophy and proactive approach to law enforcement.



By attending colleges and job fairs, the Department places an emphasis on recruiting well-educated men and women who are eager to embrace the Department's mission of providing law enforcement services to the community in a positive and proactive way.

Between 2000 and 2006, 296 new officers were hired. Of those, approximately 42 percent were minority or protected class recruits, of which about 21 percent were female.

Goal 5: Develop a formal career counseling program for all Department members.

One of the most important components of the strategic agenda focused on our most valuable resource - our personnel - and what we could do internally to aid in their personal and professional development.

During 2003, the Training Bureau staff created a Developmental Activities Worksheet, to be utilized in conjunction with performance appraisals. Often times, employees and their immediate supervisors struggle to come up with meaningful ideas for this portion of the appraisal. The worksheet aids in this process by providing several "talking-point" checkboxes and blanks, covering topics such as formal education, resume status, training certificates, special assignments, skill development activities, promotional plans, short- and long-term career goals, etc.

During 2004, the Training Bureau staff developed a training curriculum for all Departmental supervisors. It included information regarding career development/counseling ideas, personal goal-setting strategies, and how to utilize the Developmental Activities Worksheet during the performance appraisal process. During the spring of 2005, the two-hour training curriculum was delivered on four separate occasions: at the lieutenants' retreat, sergeants' retreat, civilian supervisors' retreat, and at a Command Staff meeting. Feedback from the participants was very favorable, for both the quality and content of the training, and the usefulness of the worksheet.



Goal 6: Evaluate the Department's pay structure to ensure that compensation is commensurate with the responsibilities of the position.

One of the key components to maintaining high morale and longevity in any organization is a fair and competitive pay structure. As in most organizations, pay compression occurs and, over time, erodes its competitiveness.

For example, some individual pay issues were resolved mostly at the rank of Lieutenant. Working with the City of Wichita Finance Department, WPD addressed the pay compression issue that found some supervisors were being paid less than their subordinates. This issue of Detectives who decline to test for Sergeant because of the small pay differential between the two grades is currently being addressed.

A recent study of positions in WPD by Fox Lawson & Associates addressed the original intent of the goal as it relates to exempt pay positions. As a way of correcting inadequacies within the WPD pay structure, the pay ranges for Deputy Chief and Captain positions were extended. This included a standard cost-of-living increase as well as merit raises. In addition, pay range adjustments were made for all exempt positions.

Over time, WPD expects to continue to address the issue of compensation as it strives to be more competitive with Departments around the country that are close in size to WPD.



Goal 7: Develop and implement new and improved strategies with all Divisions that will enhance our partnerships with the community.

Perhaps the concept which is at the heart of the WPD community policing philosophy is that of forming proactive partnerships with the community to address criminal behavior in its formative stages. That strategy is embraced across all Divisional lines within the Department.

For example, Department members are encouraged to be flexible in their working schedules as much as possible in order to attend community events. Likewise, Detectives and Field supervisors attend community meetings and events, giving citizens access to another tier of WPD personnel.



To enhance its partnerships with citizens and businesses, WPD teamed up with George Lay and Sons and Clear Channel Media to erect a series of billboards offering the public crime prevention tips. The Department also teamed up with CrimeStoppers to put up billboards in English and Spanish highlighting the CrimeStoppers tip line, and reinstate crime dramatizations on television.

The Department developed a Drug Awareness Program for workers in the medical profession that allows them to more accurately understand prescription drug problems in that field. The Citizen Gang Coalition was formed to educate the public about the problems gangs present in the community and a financial crimes training program was established for banks and other financial institutions.



In 2006, WPD developed the First Tuesday program, a series of monthly meetings that focus on crime prevention and community awareness. In addition, the Department expanded the "Business Watch" program, one similar in nature to the successful "Neighborhood Watch" program for homeowners.

Goal 8: Evaluate Department infrastructure needs to ensure we are providing a professional physical work environment that allows members to maximize customer service.

As the WPD continues to evolve, part of its evolution is revamping Department's infrastructure to meet the needs brought about by change. Over the past six years, that change has been significant.

Among the most visible changes may be seen in the physical layout of the Investigations Division on the 6th floor at City Hall. The old "bull pen" design was done away with in favor of new cubicles for Detectives. Interview rooms on the 6th floor also have been remodeled. Additionally, interior design consultants have begun to assess the further space needs of other Divisions and Bureaus in the Department. This space utilization study will be completed in 2007.

Another significant change was in the relocation and refurbishing of the Property and Evidence Section. The next phase of changes in that Bureau will be the relocation of the Technical Services Bureau from the 6th floor at City Hall into the Rounds and Porter building. This will place the Technical Services and Property and Evidence sections together under the same roof, freeing up the balance of the 6th floor for a much-needed expansion of the Investigations Division.



Other developments that changed the face of WPD include:

- The creation of a briefing/conference room on the 5th floor that contains state-of-the-art computer and graphic display technology
- A new Explosive Ordinance Demolition range
- Security enhancement to the four patrol bureaus
- A new helicopter which was relocated to Jabara Airport
- The purchase of digitally-capable radios for the Field Services Division
- An upgrade of the Field Services patrol vehicle fleet to Crown Victorias
- Steps taken to permanently correct drainage problems at Patrol South
- Purchase and installation of Mobile Computer Terminals

These changes have enhanced efficiency within WPD, and have significantly improved the working conditions of Department members.

Goal 9: Continue to explore consolidation and partnership opportunities with public safety providers.

WPD continued to look beyond its infrastructure to find ways to make the Department more efficient and cost-effective. Exploration of opportunities to seamlessly incorporate other public safety and City of Wichita services into WPD continued between 2000 and 2006.

Among the areas where WPD was able to work with other agencies was the inclusion of tactical medics from the city and county fire departments. In addition, the Sedgwick County Sheriff's Office added two deputies to the SWAT team. These deputies and medical personnel train and deploy alongside WPD SWAT team members.



Other partnerships that have been formed include:



- The Joint Terrorism Task Force
- The Wichita Area Gun Task Force
- Participation in the DEA Task Force
- The Wichita Area Sexual Assault Board
- The Internet Crimes Against Children program
- Close association with the City of Wichita's Office of Central Inspection to address code violations that contribute to neighborhood blight

In addition, WPD members attend quarterly FBI intelligence briefings, High Intensity Drug Trafficking Area training meetings, and Organized Crime Drug Enforcement Task Force meetings. WPD also participates in the CrimeStoppers program through membership on the organization's board.

Goal 10: Enhance traffic safety in the community.

Wichita's growth in the last six years has been steady. With that growth, new traffic patterns have emerged, resulting in different traffic control dynamics. In 2001, the traffic section was decentralized and became based in the four patrol bureaus.



WPD implemented a Comprehensive Traffic Safety Plan in 2002. Under the plan, complaints from neighborhoods and businesses, known as NOTEs, for Neighborhood Oriented Traffic Enforcement, now are made to patrol Bureaus, then assigned to beat teams and traffic officers for investigation. The plan also addresses forming partnerships with neighborhood groups and the media to provide education and prevention information.

Advanced Light Detection And Ranging (LiDAR) units were purchased to step up traffic enforcement in locations around Wichita. More LiDAR units will be purchased in 2007.

Local media has extensively covered the Department's traffic safety efforts by airing weekly traffic safety tips. In addition, traffic safety videos were produced that now air on city-operated Channel 7, and as public safety announcements on local television stations.



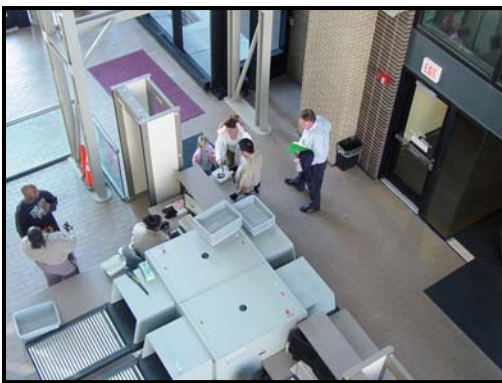
All members of the Field Services Division have received eight hours training in how to spot and apprehend impaired drivers. From 2003 through 2005, officers made 5,941 arrests for driving under the influence. Each year, officers issue between 75,000 and 80,000 traffic citations.

Since 2004, the Department has completed 20 Kansas Department of Transportation funded Special Traffic Enforcement Program grant enforcement projects that target speeders, drunk drivers and drivers who do not use safety restraints.

Goal 11: Conduct a workflow analysis of selected positions in the Department.

The Police Department continually examines the use of existing resources to maximize the performance of the various units providing services to the citizens of Wichita. As a result of this process, from time to time existing positions are eliminated or reclassified in order to focus additional resources to areas of greater need or emphasis.

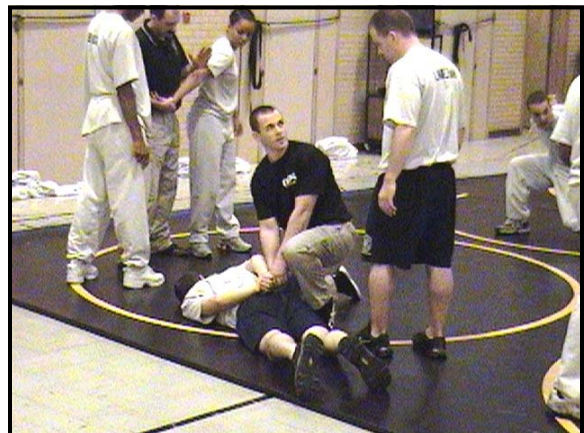
During the last six years, several important changes were made:



- Because of concerns raised by 9-11, the City Hall Atrium and the substations were made more secure. At the substations, the areas at the front desk were enclosed with safety glass and locking doors were installed. Once the front area was secure, it was determined armed station officers were no longer needed in the substations. The exception is Patrol East. Due to the design of the entrance, it could not be enclosed, so four existing Station Officers were transferred to

that location.

- Six Warrant Officer positions were reclassified as eight Police Officers with the focus of serving warrants and capturing absconders being shifted to the four Field Services Bureaus.
- With the downsizing of the Warrant Section, the lieutenant position was eliminated and the section was transferred to the Community Affairs lieutenant. The eliminated Warrant Section lieutenant position was reclassified to a sergeant and transferred to Training as a full-time Self-Defense Instructor.
- The workload in the Special Investigations Bureau was also reduced. Patrol officers now issue Notice to Appear citations to suspects for possession of small quantities of illegal drugs rather than making an arrest on felony charges, thereby reducing the Bureau's workload.



Goal 12: Enhance the Department's information and technology capabilities.

The modern office workplace has changed dramatically in the last ten years and the Police Department has made every effort to keep pace.

Nearly every position in the Department now requires access to a computer to even accomplish their basic tasks. As more and more normal daily work becomes electronic, the Department is working toward a goal of becoming "paperless". All case records documentation is now scanned into the Department's imaging system. This allows anyone with access to the system the ability to retrieve those documents quickly and efficiently. In the office, numerous computers have been added so that now all detectives have access to a terminal. Detectives also all have voice mail, additional phone lines, digital recorders for recording witnesses' and suspect interviews, and personal email accounts.



The Property and Evidence Section has taken a cue from retailers and now barcodes property to allow easy tracking of the evidence without the tedious process of logging it all by hand.

Patrol cars now are equipped with Auto Vehicle Locator (AVL) systems. Dispatchers can tell with a glance at the map where each individual unit may be at any given time.

Each patrol vehicle is equipped with new Mobile Computer Terminals. This allows voiceless messaging with Emergency Communications. Under the technology, dispatchers can assign units to calls and provide much more information for each call than they could transmit over the air.

Goal 13: Continue to participate in joint efforts to develop the Heartland Preparedness Project.

The Heartland Preparedness Center project was initiated in the late 1990's. It was conceptualized as a shared facility that would allow multiple public safety agencies to coordinate their training, communications and operations, and save tax dollars by sharing resources.



The original partners included the Wichita Police Department, Sedgwick County Sheriff's Office, the city and county fire departments, and the Kansas National Guard. Later on, the U.S. Marine Corp Reserves became a partner, as did Emergency Communications and the Emergency Medical Service.

During March of 2003, representatives from the City, County and military, signed an agreement authorizing the project site, at the southeast corner of the I-135 and K-96 interchange in north Wichita.

Additional HPC meetings were held in January of 2006. The project had changed significantly since the initial planning sessions with architect Gossen Livingston in 2003. The National Guard units had been repositioned and they had gained several hundred additional personnel. The Guard also hired its own design/planning consultant and during the week-long session in January, the entire project was revised with input from all of the partners.



In March of 2006, the project team recommended the City and County Manager fund an infrastructure cost estimate update, and withdraw the City and County Fire Departments from the project. Both recommendations were approved.

Goal 14: Continue to develop and promote an organizational philosophy that encourages Department members to participate in community youth activities.

The Police Department has often been a leader in developing programs to interact with and teach the city's youth in law-related subjects. The Department was a leader among U.S. law enforcement agencies with its School Liaison Program which began in the late 1970s. This partnership with the

Wichita Public Schools use School Resource Officers to teach students a variety of topics from personal safety to internet dangers. This partnership with Wichita Public Schools has grown and now includes 22 SROs.



Several summer programs also allow police-youth interaction. These include:

- Youth Citizens Police Academy, a mini-academy teaching young people many of the things recruit officers are

exposed to in their training

- Camp Awareness, a program for at-risk youth who are mentored by plain clothed police officers and deputies who keep their identities a secret. This allows youth to develop a relationship with a law enforcement officer as a human being without many of the normal prejudices many underprivileged children may have towards law enforcement as a result of their upbringing
- Planeview Activities Camp for Kids (PACK), a local camp in one of the most economically challenged areas of the city
- Gang Coalition and Gang Unit summer program for at-risk youth, provides early intervention and educates parents about warning signs
- CrimeStoppers in Schools, a program that has had great success with solving on-campus criminal activity at schools



Goal 15: Improve the response to incidents of domestic violence.

Led by the Wichita Police Department, the City of Wichita was among the first in the state of Kansas to prosecute Domestic Violence offenders. In May 1990, the Department implemented its DV policy of “police-laid” charges. The Department’s policy was copied state-wide by numerous police agencies, large and small.



Since 2000, the Department has taken several steps to strengthen our prosecution of DV cases and to assist DV victims to break out of the cycle of abuse.

In 2003, the Department’s Victim Assistance Unit was created to assist DV victims. VAU works closely with victim’s of serious attacks. The unit helps victims relocate, repair property damage, and offers support during the prosecutorial process. The Salons of Hope program reaches women at the neighborhood level and helps them transition into a safer, more stable lifestyle.

For misdemeanor DV crimes, the Department helped develop a separate DV-only court docket so DV victims can avoid the crush of people charged with other crimes. The Department also provides on-going training for officers and supervisors to ensure that all prosecutable cases are pursued.

There are 5 detectives assigned full time to work DV cases. The fifth detective was recently added after reclassifying former civilian positions. Some of these detectives meet monthly with the Wichita/Sedgwick County Sexual Assault/DV Coalition. This group serves as both a think tank and ad hoc resource to address problems with serving the victims of domestic violence.

Partnering with Sedgwick County Sheriff’s Office and the U.S. Marshal’s Service, Departmental Warrant Officers have often participated in domestic violence warrant sweeps to bring violent offenders to justice. WPD began personally serving warrants on high-risk domestic violence suspects in 2000.

Goal 16: Complete an assessment of the Department's Building Trust initiative.

In the year 2000, the Wichita Police Department began an initiative to address community concerns on the issue of Racial Profiling. A committee comprised of police personnel and members of the community was formed to develop a strategy to address these issues. From this committee, the Department implemented a multi-phase response titled the Stop Study.

The Stop Study involved the creation of a data collection tool to document car and pedestrian stops made by police officers. Officers complete a form on each self-initiated stop that documented the reason for the stop, the stop location, the race and sex of the person stopped, and other data that could identify patterns of an officer's behavior in these types of incidents. The data was analyzed by and published publicly through Wichita State University.



In 2001, WPD was one of 10 Kansas cities that participated in the State of Kansas study which was conducted by the Police Foundation. According to the Police Foundation, WPD "comes as close to a department that is not engaging in racial ethnic profiling as has been seen in studies of other police agencies."

In 2000, WPD daily squad room briefings included racial profiling training. WPD also began annual training of supervisors on the subject. Department-wide training and training for all new police recruits was implemented in 2001.

WPD also initiated a new, simpler and less intimidating citizen complaint process. In past years, any citizen who filed a complaint against the Wichita Police Department often found the process intimidating. That has since changed. Under that new process, citizens may file the complaint with the WPD or with the Wichita chapter of the NAACP.

In addition to citizen-initiated complaints, WPD officers are required to report verbal complaints expressed by citizens during a traffic or pedestrian stop, even though the citizen might not file a formal racial profiling complaint with the NAACP or the Department's Professional Standards Bureau.

Goal 17: Develop organizational strategies to address issues of concern identified through the internal employee survey.

In 2002, the Department conducted an internal employee survey to determine the success of our efforts with the community policing philosophy and the working environment within each Division. The analysis of this survey, conducted in 2003, identified seven issues to be addressed by the Command Staff.



In 2004, committees were formed to address those issues. Each committee was chaired by a Bureau Commander and included commissioned and non-commissioned personnel. The work of these committees resulted in several recommendations being made to the Executive Staff of the Department.

Many of the recommendations were implemented through newly created or revised Department Policies and Regulations. The chairperson for each committee discussed the recommendations, explaining how they were to be implemented during mandatory training sessions for all Department members. Other recommendations implemented by various Bureaus included team-building training for personnel.



Goal 18: Develop additional homeland security strategies.

Since 2002, the Department has been involved in many Homeland Security related issues. Every commissioned member and many non-commissioned members of the Department have received some form of Homeland Security training.



The Bureau commanders in the Field Services Division identified locations within each Bureau for additional patrols should the national or regional threat level increase. The Bureau commanders also created response plans for Metropolitan Medical Response System locations

within the community and response plans at identified locations that could experience an incident. The response plan and the Department's Emergency Mobilization Plan are reviewed and updated as necessary.

WPD was assigned the responsibility of coordinating Homeland Security efforts that involve the City of Wichita. The Homeland Security Section was added to the Police Department's organization chart. The City of Wichita Homeland Security Advisory Committee was created.

Numerous pieces of equipment have been purchased with Homeland Security Grant Funds. Partnerships with Industry and Education Institutions were created and solidified through quarterly meetings. The Chief of Police is the City of Wichita representative on the South Central Regional Homeland Security Council. The Department participates in exercises with multiple state and federal agencies and is aggressively seeking other training and practical exercise response opportunities with partner agencies.



The Department continues to be involved in the planning and development of the Heartland Preparedness Center project. The center will be built largely with Department of Defense funds and house the Wichita-Sedgwick County Law Enforcement Training Center.

Wichita Police Department Awards & Recognitions 2000—2006

Dates	Awards & Recognition
November 2000	Webber Seavey Award Finalist
May 2002	Kansas Association of Chiefs of Police Bronze Award for the Cornelius Oliver and Carr Brothers Investigations
February 2003	Whitney M. Young, Jr. Service Award, Boy Scouts of America
October 2003	Webber Seavey Award Winner for Quality In Law Enforcement
May 2005	Kansas Association of Chiefs of Police Bronze Award for BTK Investigation
June 2005	Kansas Bureau of Investigation Award— Recognition of the Wichita Police Department for the BTK Investigation
December 2005	National Night Out Award—City of Wichita Top 10 Program
February 2006	State of Kansas—House of Representatives Official Recognition of BTK Investigation
December 2006	Wichita Police Department & Sedgwick County Sheriff's Office Winners of American Red Cross "Battle of the Badge" Competition

The Law Enforcement Memorial of Sedgwick County, Inc.

It has been said that, like other forms of public service, law enforcement is a calling. And, honoring those who have fallen in this noble profession, brings about deep feelings in a community.

Prior to the development of the West Bank, the Wichita Police Department had a modest memorial located on McLean Boulevard. In the 1990s, that memorial site was eliminated with the re-routing of McLean Boulevard.

In 2002, at the direction of Chief Norman Williams and Sheriff Gary Steed, a volunteer committee made up of members from the Wichita Police Department, the Sedgwick County Sheriff's Office, and several non-law enforcement representatives from the community formed the Law Enforcement Memorial Committee of Sedgwick County, Inc.

The memorial, designed by local artist Constance Ernatt, will both honor law enforcement officers and serve as a public work of art. The centerpiece of the memorial is a life-sized bronze statue of two lions, one male and one female, watching vigilantly over the community. The lions stand at the base of an eternal flame, comprised of a bronze frame and blue glass. Behind the wall is a meditation area in which each officer is represented individually by a plaque, beneath which is set a pair of bronze boots.

The LEMC a 501.C.3 non-profit corporation, was tasked with building a memorial to honor the twenty-eight city and county law enforcement officers from throughout Sedgwick County who have given their lives while protecting our communities. To date, approximately \$320,000 of the estimated \$550,000 project costs have been raised through private and community support.



In Memoriam
To Those Who Have Fallen In The Line Of Duty

Carlos B. King	1871	Joseph G. Marshall	1927
William L. Humphries	1915	Paul E. Gilmore	1930
Frank W. Griswold	1915	James O. Pugh	1930
William H. Ballard	1920	Merle R. Colver	1931
A.L. Young	1921	David A. Kenyon	1962
Robert Fitzpatrick	1921	Roy V. Johnson	1974
Charles D. Hoffman	1921	Paul Garofalo	1980
Charles E. Galloway	1923	Danny Laffey	1982
Robert C. Scudder	1923	Terry W. McNett	1988
Harrison Brown	1925	Chris Willems	1991
Edward F. Hall	1925	Kevin S. Easter	1996
Vernon E. Ogden	1927	Kenneth Snider	1997
Frank Hill	1927	John E. Galvin	2000

The Law Enforcement Memorial of Sedgwick County, Kansas





Webber Seavey Award, 1996

Webber Seavey Award, 2003

Webber Seavey Award, 2000

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